

6 May 1976

6a to  
6b & 9:

I strongly urge a copy of this report plus the schedule plus comments by C/II and DDTR be sent to [REDACTED] and IPC so that those who have the class get a "feel" for the group and have both a sense of class concerns and also no misunderstanding about what lectures they have heard, what videotapes they have seen, etc. Other course reports should be added as they progress through the Program. This should give a continuity to the trainors which has been lacking in the past. As you know the class is divided for most of the Program which means duplicating the papers but I think a record of what the class has had will be most helpful to OTR elements as each receives the group. Even though the second phases of training are well started, the package is well worth forwarding.

25X1A

6a to 9 -

Please put CTP on regular distribution between C/II and C/TSS.

6a to 6b:

25X1A

25X1A

25X1A

25X1A

Re the first point of [REDACTED] comment: Messrs. [REDACTED] were all recruited and processed for entry into the September 1975 Class. We were forced to suspend their applications when the DDO informed CTP they would only accept 10 external candidates. When the DDO increased its target figure to 20 for the April '76 Class we reactivated those applicants. All were advised prior to the beginning of the September Class that they had not been selected but would be considered for the following April if they wanted to wait. This group of five did so. Yes, they were 'put off' but on the basis of a management decision--not temporizing. The reason for the DDO's cut in DDO-CT requirements in September 1975 was the influx of junior officers [REDACTED] and the DDO couldn't handle more than 10 new CTs at this time.

6 May 1976

NOTE FOR: DTR

FROM : DDTR

1. Attached is an excellent report on the recent Orientation for Career Trainees. The report is succinct; it contains the kind of insights into a course which are of value to us up here.

STATINTL

2. I think [REDACTED]'s comments on the pink sheet are also valuable. The "temperizing" on the part of the Agency in bringing new CTs aboard is an unfavorable reflection on the present system of having the receiving component heavily involved in the decision.

3. His second point concerning the Office of Personnel recruiters is, as I believe you are aware, being worked on by DDO/CMG, Personnel, Security, and our own CT Staff (see Hugh's item in his weekly of 6 May).



STATINTL

29 April 1976

MEMORANDUM FOR: Director of Training

FROM : [REDACTED] STATINTL  
Chairman, Orientation for Career Trainees Course

VIA : [REDACTED] STATINTL  
Chief, Intelligence Institute, OTR

SUBJECT : Course Report - Orientation for Career Trainees No. 2-76

1. The second running of the Orientation for Career Trainees (OCT) was conducted during the week 12-16 April. It was characterized by an active and enthusiastic participation on the part of all the class members both in the group exercises and discussion sessions and with the guest speakers.

2. The objective of the OCT is to provide the Career Trainee with a broad overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, as an introduction to more intensive training in the areas of operations and intelligence production.

3. Student evaluations indicate that the general objectives were met. The class was asked to assign a numerical rating on a scale of 1 (slight) to 7 (high) indicating the degree to which the OCT as a whole met the objectives stated above. The average rating was slightly higher than 6, suggesting that the participants were satisfied with the content and format of the course.

Class Composition

4. Twenty members of the April 1976 Career Trainee class participated in the second running of the OCT. Fifteen of the group were externals and five were internals. Of the fifteen externals six of the group had some Agency experience so over half the class had had some exposure to the business of intelligence or an understanding of the Agency and its organization. The average age of the group was 28.6 years and the average grade was GS-09. All of the students had Bachelor's degrees and eleven had Master's degrees. There was one Ph.D. and one J.D. Eleven of the male members of the class had military experience.

Course Schedule

5. The schedule of the second running of the OCT followed basically the same format as the first running. The Director of Training opened the course with some well chosen remarks about the importance of the Career Trainee Program and the need for attentiveness, courtesy to the speakers and promptness on the part of the students. These points were well taken and left a good impression. The videotape of Mr. Bush's talk to the CIA Today and Tomorrow Course in the Auditorium was shown and also impressed the class. Future runnings of the OCT might make use of a general welcoming videotape by the DCI if that is completed soon. [REDACTED]

[REDACTED] Chief, Career Training Program made the presentation on the Career Training Cycle rather than the panel as in the previous course. This went very well. The class was able to take advantage of the CIA Guest Speaker Program held in the Auditorium and they were very impressed by Professor [REDACTED]. Changes in this running of the OCT included presentations on the Office of Security and the Office of Personnel and a session on "The Operations Officer Abroad." The latter was suggested by students in the first course who were interested in exactly what a case officer did and what they might expect in future assignments. While all the speakers were of uniformly high calibre the methods and manner of presentation and subject matter of some speakers made a greater impact on the class than some others. Nevertheless, the students were impressed by the candor of the speakers and the willingness to engage in lively question and answer sessions that carried well past the scheduled time.

6. There were three speaker substitutions during the course of the week. [REDACTED] replaced [REDACTED] in the session on "CIA and the Media;" [REDACTED] substituted for Omega Ware in the session on EEO; and [REDACTED] spoke for Robert Gambino on the Office of Security. The lecture format was interspersed with group discussion exercises and the panel of former Career Trainees. In response to the request to comment on the most effective and least effective parts of the course the students were overwhelmingly for [REDACTED] presentation on the "Operations Officer Abroad," the panel session with the four former Career Trainees, and [REDACTED] talk on "Managing the Intelligence Community." They were complimentary to all the speakers but felt that the sessions on the Office of Security and the Office of Personnel missed the mark to some degree. They would have preferred less of the case history approach to security and more on the theory and philosophy of current security practices. They found that it was difficult to relate their situation as new employees to some of the ideas put forth by [REDACTED] on APP and PDP and new approaches to personnel management.

7. A major concern of the group that surfaced early in the first group discussion chaired by [REDACTED] was that concerning security and cover. This was repeated time and again in the questions and answer sessions with the speakers and with [REDACTED] in particular. One suggestion that was made in the evaluations was that there should be a panel comprised of representatives from the Cover Staff and the Office of

Security in future courses. Other suggestions included the need for a DDS&T speaker to talk about the possibility of interim assignments in that Directorate; consolidation of some of the organizational overviews; less reliance on jargon and acronyms by the speakers; and running the course longer in the day to allow more time for question and answer periods.

#### Problems

8. There were no major problems associated with the running of this course. One student, who was a late entrant in the program, missed a day and a half of the course because of security briefings but that was unavoidable.

#### Conclusion

9. The Course Chairman approached this assignment with a certain amount of trepidation based primarily on an anticipated "generation gap." If it existed, it was quickly dispelled, and this course running was truly a pleasure. As one student pointed out on his evaluation: "The course did the best job I've ever witnessed of quickly fostering enthusiasm, morale and personal interaction among a group of total strangers with incredibly disparate backgrounds." The Office of Training and the Agency can be proud of the effort made and the results achieved in recruiting this fine group of young people.

STATINTL

#### Attachments

Course Schedule (2)  
Course Roster

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report: OCT #2-76, 12-16 April '76

FROM:

Course Chairman  
926 CofC

EXTENSION

2063

NO.

DATE

29 April 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/IMB

4/29

*RM*

2.

C/II

29 APR 1976

*AM*

3.

C/TSS

4 May 76

*RM*

4.

C/PRS

5 May 76

*RM*

5.

DDTR

5 MAY 1976

*RM*

5a

DDTR

6 MAY 1976

*RM*

6.

C/CTP

18 MAY 1976

*RM*

6b

DTR

7.

C/II

18 MAY 1976

*RM*

8.

C/IMB

9.

Course Chairman

10.

11.

(SEE ATTACHED COMMENTS BY  
C/CTP)

12.

13.

14.

15.

Among other things, this course brought into focus two managerial problems:

1) constant temporizing by the Agency as to whether it would hire a given CT applicant - most had been "put off" at least for a year;

2) the contradiction between OP recruiters who urged "confidentiality" in the applicants (but gave no "cover" support) and US investigative of these applicants who declared their Agency affiliation - no "confidentiality" here. *AM*

3-4: I hope that "J.D." mentioned at the first 27th Corps is a Doctor of Jurisprudence!!

*Comments below*

MEMORANDUM C/CTP

Hugh:

Would you like to comment on anything?

Put yourself on distribution of course reports  
on the OCT with II between C/II and C/TSS.

*attached*  
*done*  
M  
DDTR

C/IMB *la* Bill S —  
*see notes above and with*  
*writing sheet* *AM*

Date 5/6/76

FORM 101 USE PREVIOUS  
5-75 EDITIONS